

OFFICE OF HOUSING

2011 STRATEGIC WORK PROGRAM

MISSION: THE SEATTLE OFFICE OF HOUSING BUILDS STRONG AND HEALTHY COMMUNITIES AND INCREASES OPPORTUNITIES FOR PEOPLE OF ALL INCOME LEVELS TO LIVE IN OUR CITY.

PRIORITY #1: INVESTING IN PRODUCTION AND PRESERVATION OF AFFORDABLE HOUSING

A. Funding for Affordable Rental Housing

2011 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Status
Allocate funds through OH Notice of Funds Availability and coordinate funding reviews and decisions with other funders.	<ul style="list-style-type: none"> • Prepare NOFA capital application materials for publishing and website, hold briefing--fund an estimated 234 units in 2011 • Coordinate combined countywide supportive housing NOFA with 5-8 funders including County, United Way, ARCH, CEH funds • Coordinate Public Funder Review of NOFA applications for State, Commission, County and ARCH • Review approximately 25 applications including county document recording fee and State Housing Trust Fund applications • Recommend funding awards to Credit Committee and Director • Announce awards with media and community event 	Debbie, Lindsay Debbie, Lending staff Debbie Debbie, Lending staff, Asset Mgmt staff Debbie, Lending staff Julie, Debbie	Not later than July 2011.	
Produce production reports to track income/affordability/other 2009	<ul style="list-style-type: none"> • Expand and update Multifamily database • Produce countywide reports for Ten-Year Plan goals 	Jerry, Tom, Cindy, Dave, Tom Lindsay, Gregg for all milestones in this section	On-going	

2011 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Status
Levy, Ten-Year Plan, bridge loan, incentive programs, and all OH fund source requirements	<ul style="list-style-type: none"> Coordinate with countywide funders to streamline data collection 			
Transaction work on newly funded and existing projects – legal closings, refinances, subordinations, amendments, work-outs	<ul style="list-style-type: none"> Process monthly disbursements for approx. 15 prior year funded projects Prepare legal documents and complete legal closings for 10 projects Maintain priority schedule for legal dept. to meet closing deadlines and work internally to prioritize closings 	Debbie, Dan, Tom, Quinnie, Lindsay , Asset Management, Deputy Director for all milestones in this section	Ongoing	
Administer Acquisition and Opportunity Funds and work with other predevelopment lenders	<ul style="list-style-type: none"> Hold pre-application meetings and review applications Work with Impact Capital, United Way, Housing Finance Commission, Enterprise Foundation and other organizations to facilitate site acquisition Manage fund balances and pipeline Study effectiveness of OH loan to Impact Capital and determine if adjustments are needed 	Debbie, Mark , Tom, Dan, Quinnie, Lindsay Debbie , lending staff, Maureen Gregg, Debbie, Mark Maureen, Debbie , staff	Ongoing On-going First half of year	
Administer Wage Rate policy in conjunction with DEA	<ul style="list-style-type: none"> Convene pre-construction meetings Conduct site visits, Monitor wage payments, Evaluate implementation 	(FAS) Debbie, Dan	Ongoing	
Promote and monitor Section 3 and WMBE utilization	<ul style="list-style-type: none"> Implement new Section 3 guidance and reporting requirements for hiring of low-income workers on federally funded construction projects Assess WMBE utilization semi-annually 	MF Lending Staff , Debbie Lindsay (FAS)		

2011 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Status
Monitor and advocate for changes in WSHFC tax credit and tax-exempt bond allocation policies that align with City goals	<ul style="list-style-type: none"> Participate in HDC LIHTC affinity group and work with WSHFC on 2011 review of LIHTC policies Work with Commission to align funding decisions 	Deputy Director, Debbie Debbie	As needed	
Facilitate a workgroup of capital funders to align policies and procedures for more efficient combined funding Participate in new HDC affinity group on cost efficient development	<ul style="list-style-type: none"> Develop scope of topics to be covered Set regular meetings and agendas Work with HDC to develop agendas for meetings. Participate in each work session 	Debbie, Tom Debbie , Deputy Director	monthly	
Leverage State and King County 2060/RAHP capital and operating funds for Seattle housing projects	<ul style="list-style-type: none"> Participate on King County Inter-jurisdictional Working Group Recommend appropriate projects to KC for capital and operating funding to secure full sub-regional share for Seattle projects 	Debbie , Lending staff Debbie , Lending staff, Cindy, Sandi	Q3	
Leverage and maximize resources, and advocate for Seattle projects	<ul style="list-style-type: none"> Participate on Impact Capital's Board Participate on monthly Impact Capital King/Pierce County Credit Committee Attend Quarterly State Housing Trust Fund Policy Advisory Team meetings Participate on other review committees such as Washington Families Fund, McKinney, Countywide Supportive Housing NOFA or HSD RFPs where appropriate Hold meetings with service and operating funders 	Director Debbie Debbie Tom, Dan, Quinnie, Lindsay Debbie, Tom, Dan, Quinnie,	Ongoing	

2011 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Status
	to ensure long-term investments at capital reservation	Lindsay		
TDR/Bonus Transactions	<ul style="list-style-type: none"> • Technical assistance to DPD staff, commercial developers and nonprofit housing developers • Draft and execute Bonus Covenants and TDR Agreements as needed • Draft TDR Bank legislation as needed • Complete underwriting for TDR sending sites and recipients of bonus funds • TDR/Bonus recordkeeping/database 	Laura, Debbie, Lending staff Laura, Amy Laura, Amy Lending staff Laura, Dave, Gregg, Jerry	Ongoing Ongoing	

B. OH Affordable Rental Housing Portfolio—ensuring city investments remain sustainable

2011 Work program item	Milestones	Staff (Lead in bold)	Timeline	Status
Asset management of City rental housing investment. Ongoing monitoring of 270-300 projects in OH loan portfolio with attention to projects demonstrating risk. Partner with Commerce, King County, WSHFC and other agencies to continue streamlining monitoring activities	<ul style="list-style-type: none"> • Monitor projects in loan portfolio for contract compliance; incorporate TDR, Bonus and MFTE programs • Track occupancy rates • Renew MOU with WSHFC • Coordinate project site visits, inspections and intervention activities with co-funders to reduce OH staff hours • Assess project performance and provide performance letters to property owners. Identify performance issues through project summary report • 100% or required annual reports submitted and reviewed by year-end 	Cindy, Asset Management staff	Ongoing Q1 Ongoing Q4 Q4	

2011 Work program item	Milestones	Staff (Lead in bold)	Timeline	Status
	<ul style="list-style-type: none"> Organize and update database with information from Web Based Annual Report system and share with stakeholders Partner with Commerce and WSHFC to implement web-based annual reporting system and collaborate on Phase II Participate in Public Funder Monitoring Coordination Taskforce and provide training to property owners and managers Partner with HDC to promote “dashboard” assessment of operating performance Provide 2011 Asset Management Report 		Pilot 2010 Ongoing Q2 Q3	
MacArthur Window of Opportunity Grant; implement joint effort with Commerce and Impact Capital to preserve affordable housing	<ul style="list-style-type: none"> Develop portfolio and recapitalization plans Update underwriting policies and strategies Collaborate in implementing statewide (web-based) data collection system Partner with Impact Capital on work program aimed at promoting preservation strategies, tools and training Issue RFP offering grants for nonprofits to develop Portfolio Preservation Plans for their OH-funded properties Coordinate presentation of preservation plans developed by 2010 grant recipients Utilize Housing Development Consortium, Portland through existing consultant contract to complete Preservation Guide including best practices information, recapitalization strategies and asset management tools 	Deputy Director, Cindy, Debbie, Asset Mgmt staff for all milestones in this section	ongoing 2Q 3-4Q Draft-1Q Final 3Q	

2011 Work program item	Milestones	Staff (Lead in bold)	Timeline	Status
Implement incentives and policy to increase reserve levels in OH funded projects	<ul style="list-style-type: none"> Assess replacement reserves as part of project performance reviews Promote policy options to encourage owners to make stronger reserve deposits Amend contracts as appropriate consistent with policy and guidelines 	Cindy, Asset Mgmt staff Cindy, Asset Mgmt staff Cindy, Asset Mgmt staff	Q3	
Assessment and Intervention, transfers and work-out of troubled projects	<ul style="list-style-type: none"> Collaborate to develop work-out options and implementation Implement intervention strategies and policies for transfers, refinancing, and troubled projects Facilitate workouts and change of ownership of projects as needed 	Deputy Director, Cindy, Debbie, Asset Mgmt and Lending staff for all milestones in this section	As needed	
Emergency Management Housing Strategy	<ul style="list-style-type: none"> Work with City Emergency Management officials to create housing plan as part of emergency preparedness strategy 	Joanne , Julie	As needed	

C. Sustainability

2011 Work program item	Milestones	Staff (Lead in bold)	Timeline	Status
Promote sustainable buildings through education & marketing available resources	<ul style="list-style-type: none"> Market conservation programs Refer MF OH portfolio or newly NOFA-funded MF buildings to HomeWise WZ Promote sustainable building program and assist newly funded projects in achieving (Evergreen) sustainable building plans and report results Collaborate with Commerce on Evergreen program to assure that the standard is workable for Seattle projects. 	Cindy, Joanne Cindy, Joanne, Miriam, Debbie, Lending & Asset Mgmt staff Cindy, Joanne Cindy, Joanne	Ongoing Ongoing Ongoing	

2011 Work program item	Milestones	Staff (Lead in bold)	Timeline	Status
Provide energy efficiency services to low income renters / homeowners / low income multi-family buildings	<ul style="list-style-type: none"> Continue to build on HomeWise's existing relationships with MOSC, SCL, OSE, and the Central Area Motivation Program to create a steady pipeline of single-family weatherization projects Partner with OSE/Community Power Works and SCL to integrate weatherization delivery model across multiple organizations Expand multi-family component of the HomeWise program Fund and deliver energy efficiency improvements, including installation of new technologies, for over 750 residential units Institute new conservation education program Minimize Department of Commerce inspection and monitoring findings Fully commit and expend all fund sources by fund-specific deadlines Develop and deploy a standardized method for calculating and reporting on HomeWise-generated reductions in residential energy usage and carbon emissions Complete updated HomeWise policies and procedures manual to reflect new WA State specifications and current OH practices Explore new ways to leverage existing funding, including weatherization loans 	<p>Miriam, Maria, Theresa</p> <p>Miriam, Julie</p> <p>Miriam, Jack, Bryan, multi-family Rehab Specialists Miriam, Rehab Specialists,</p> <p>Miriam, Jack, Rehab Specialists Miriam, Jack, Rehab Specialists</p> <p>Miriam, Bryan, Jack</p> <p>Miriam, Bryan</p> <p>Miriam, Jack</p> <p>Miriam, Mark</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Q3 Ongoing</p> <p>Ongoing</p> <p>Q4</p> <p>Q3</p> <p>Q2</p>	
Work with partners to connect green job opportunities with low-income job seekers	<ul style="list-style-type: none"> Work with OSE on meeting community workforce objectives Work with training programs and program contractors to help link job opportunities to trainees 	Miriam , Jack	Ongoing	

PRIORITY #2: INVESTING IN HOUSING LINKED WITH SUPPORTIVE SERVICES FOR PEOPLE WHO ARE HOMELESS OR HAVE SPECIAL NEEDS

A. Funding for Supportive Housing Projects

2011 Work program item	Milestones	Staff (Lead in bold)	Timeline	Status
Continue and enhance countywide combined homeless funding coordination	<ul style="list-style-type: none"> • Provide staff leadership for supportive housing public funder group including county service agencies and housing sources • Lead negotiations with County and State for funding allocations that maximize collective investments • Implement funding plan to expand “housing first” projects for chronically homeless and other high need populations in joint initiative with United Way and King County • Work to improve alignment and coordination of housing and services funding, including with Human Services/Vets Levy, 2163 and new mental health sales tax 	Debbie Debbie Debbie , Tom, Dan, Quinnie, Lindsay Debbie	Ongoing	
Promote supportive housing best practices and participate in planning and implementation of new system-wide efforts	<ul style="list-style-type: none"> • Provide input on funding decisions and project service design to expand options for homeless people • Participate in Client Care Coordination System 	Debbie, Quinnie , Lending Staff MF Lending , Asset Management	Ongoing	
Ten-Year Plan Committee Participation Strategic Action Agenda	<ul style="list-style-type: none"> • Participate on Families, Single Adults, Youth, Interagency Council, Legislative, and Communications Committees • Work with partners to complete 5 year mid-point review 	Debbie, Rick, Julie, Maureen, Cindy	Ongoing Q1	

2011 Work program item	Milestones	Staff (Lead in bold)	Timeline	Status
Jail Diversion and Re-Entry	<ul style="list-style-type: none"> Work with Corporation for Supportive Housing, King County MHCADSD, HSD, Municipal Court and County to identify housing options to complement other efforts to reduce the need for jail beds, particularly for mentally-ill and disabled homeless people Keep City Attorney and Council members up to date on OH progress 	Quinnie, Debbie Quinnie, Debbie	Ongoing	
Systems Change	<ul style="list-style-type: none"> Play an active role in the development and implementation of the Coordinated Care system for single adults with barriers to housing Play an active role in the development and implementation of the Family homeless system coordinated entry 	Quinnie, Debbie Debbie		

B. OH Supportive Housing Portfolio—ensuring sustainability of existing units

2011 Work program item	Milestones	Staff (Lead in bold)	Timeline	Status
Provide annual operating support to projects serving low income and special needs	<ul style="list-style-type: none"> Continue administration of 1986, 1995, 2002 and 2009 O&M programs. Evaluate 50-60 annual subsidy requests and award 2011 contract renewal to eligible agencies Make new 2009 Levy O&M subsidy awards in conjunction with NOFA awards. Maintain summary information and track projections on O&M funds 	Cindy, Sandi	Ongoing Q1-Q4	

Leverage 2060 state and county O&M funds for Seattle housing projects	<ul style="list-style-type: none"> • Refer appropriate projects to KC and Commerce for 2060 operating subsidy • Work to better utilize existing housing stock by leveraging services funding and operating subsidies to convert units including Section 8, 2060 buy down, or other sources • Participate on KC 2060 O&M Work group and Commerce PAT subcommittee • Coordinate project reviews with other funders 	Cindy , Asset Mgmt staff, Lending staff Debbie , Lending staff, Cindy , Asset Mgmt staff Debbie Cindy	Ongoing	
---	--	---	---------	--

PRIORITY #3: INCREASING HOMEOWNERSHIP OPPORTUNITIES FOR FIRST-TIME BUYERS AND ASSISTING LOW-INCOME HOMEOWNERS

A. Homebuyer Assistance

2011 Work program item	Milestones	Staff (Lead in bold)	Timeline	Status
Allocate Program Funds	<ul style="list-style-type: none"> • Budget and allocate homeownership funds through a competitive Notice of Fund Availability process • Apply to WSHFC for House Key Plus Seattle Funds • Support development of Homestead Community Land Trust's Wolcott Homes project 	Mark , Sandy W Mark Mark	Q1, Q3 Ongoing Ongoing	
Market City Homebuyer Programs	<ul style="list-style-type: none"> • Update OH website monthly • Develop revised homeownership outreach materials 	Mark , Julie Mark , Julie	Ongoing Ongoing	
Support Homebuyer Education and Counseling Services	<ul style="list-style-type: none"> • Execute and administer the Homebuyer Education and Counseling Contract with HomeSight by 2/28 • Review and process quarterly disbursements 	Mark Mark	Q1 Q1-Q4	

2011 Work program item	Milestones	Staff (Lead in bold)	Timeline	Status
Process Home Purchase Closings	<ul style="list-style-type: none"> Process individual closing transactions for approximately 48 units in current projects by year end Work with OH Finance to refine Loan Servicing Database Work with OH Finance to refine budget and fund management practices 	Mark, Sandy W Mark, Sandy W, Gregg Mark, Gregg, Sandy W, Denise	Ongoing Ongoing Q1, Q2	
Manage Homebuyer Loan Portfolio	<ul style="list-style-type: none"> Process loan subordination/refinance requests and loan pay-off reconveyances by year end Monitor OH Portfolio for compliance with loan terms and loan payments; modify loan notes as necessary Work with OH-homeowners facing foreclosure to offer loan modifications to keep families in homes 	Mark, Sandy W Mark, Sandy W Mark, Sandy W	Ongoing Ongoing Ongoing	
12 th Avenue	<ul style="list-style-type: none"> Finalize site contamination cleanup completion Complete disposition of property. 	Mark, Amy	Q1-Q2 Q2-3	

B. Assistance for low-income homeowners facing foreclosure

2011 Work program item	Milestones	Staff (Lead in bold)	Timeline	Status
Develop Home Ownership Programs for Foreclosure Prevention	<ul style="list-style-type: none"> Support and modify as necessary Foreclosure Prevention Program to provide stabilization loans to low-income homeowners facing default Pursue additional state and/or federal funds for foreclosure prevention and counseling Work w/ Low Income Housing Alliance to advance 	Mark Mark Mark	Ongoing Ongoing Q1, Q2	

2011 Work program item	Milestones	Staff (Lead in bold)	Timeline	Status
	foreclosure prevention legislation			
Administer federal Neighborhood Stabilization Program funds	<ul style="list-style-type: none"> Work with Commerce and Homestead CLT to administer Neighborhood Stabilization Program, including closing 5 loans in 2011 	Mark , Sandy W	Ongoing	

C. Assistance for Low Income Homeowners

2011 Work plan item	Milestones	Staff (Lead in bold)	Timeline	Status
Provide rehabilitation loans to low income homeowners	<ul style="list-style-type: none"> Continue to administer rehab loans to low-income homeowners--estimated 30 loans in 2011 Expand program marketing and outreach to increase program utilization 	Paula W , Mark, Aziz Mark , Julie	Ongoing Ongoing	

PRIORITY #4: STRATEGIC PLANNING / PROGRAM DEVELOPMENT: EMPHASIZE SUPPORT FOR SUSTAINABLE COMMUNITY BUILDING AND NEIGHBORHOOD REVITALIZATION

2011 Work plan item	Milestones	Staff (Lead in bold)	Timeline	Status
Housing Levy A & F Plan	<ul style="list-style-type: none"> City Council approval of 2012 – 2013 Administrative and Financial Plan amendments, including new Rental Assistance section 	Maureen , additional OH staff as needed	Q2	
5 Year Housing Strategic Plan	<ul style="list-style-type: none"> Consider creating a Planning document that contains program descriptions and production projections 	Rick , OH staff	Q1 / Ongoing	
Incentive Zoning	<ul style="list-style-type: none"> Work with DPD on code revision to streamline and simplify as necessary. Work with DPD on draft legislative package for Mayor/City Council review. Assist DPD in finalizing housing-related incentive 	Laura , Rick	Ongoing Ongoing	

2011 Work plan item	Milestones	Staff (Lead in bold)	Timeline	Status
	zoning provisions of the South Downtown legislation <ul style="list-style-type: none"> Assist DPD with contract rezone processes that link to incentive zoning provisions Prepare incentive zoning reports as requested 		Ongoing Ongoing	
Downtowner Apartments and other Expiring HUD Mortgages	<ul style="list-style-type: none"> Explore options to prevent loss of federal housing subsidies and displacement of very low income residents Coordinate with HUD, SHA, Washington State HFC, and community advocates to identify resources for on-going rental assistance Coordinated with DPD on tenant relocation efforts Working with OIR, engage with federal officials to address the Downtowner Apartments and other projects with expiring HUD-insured mortgages 	Maureen , Rick, Amy	Ongoing Ongoing Ongoing Ongoing	
Neighborhood Planning	<ul style="list-style-type: none"> Participate on IDT to coordinate Neighborhood Planning efforts Work with neighborhoods and City staff on housing issues/elements Address housing issues that arise during the planning processes 	Ryan , Rick	Ongoing Ongoing Ongoing	
RSJI	<ul style="list-style-type: none"> Implement 2011 work program 	Jean , Quinnie, all OH staff	Ongoing	
Consolidated Plan	<ul style="list-style-type: none"> 2012 Update of the Consolidated Plan - Update annual allocation plan, housing strategies, housing policies, analysis of impediments to fair housing, and other Housing Element sections of the 2011 Con Plan With Council Central Staff, convene an interdepartmental team to consider and develop policy options regarding one-for-one replacement 	Laura , Rick, Gregg, Debbie, Mark, additional OH staff as needed Maureen	Ongoing Q1, Q2	

2011 Work plan item	Milestones	Staff (Lead in bold)	Timeline	Status
	<p>of housing that is removed as part of public, private or nonprofit development projects; report findings to the City Council's Housing, Human Services, Health and Culture Committee by August 1, 2011.</p> <ul style="list-style-type: none"> • Prepare CDBG 2010 Annual Reports and 2011 Mid-Year Reports • Participate in 2011 Substantial Amendment process • Additional reports needed to comply with federal funding requirements • Prepare consistency letters for OH Director signature 	<p>Laura, Debbie, Mark, Miriam, Bryan, Lindsay Laura, Rick, Gregg, Debbie, Mark Lindsay, Debbie Amy, MF Lending Staff, Rick</p>	<p>Q1, Q3 Ongoing Ongoing Ongoing</p>	
Margola settlement process	<ul style="list-style-type: none"> • Administer Margola settlement funds, entering contracts for specific tenant/landlord activities identified in the court-approved fund allocation plan • Evaluate and recommend Housing Locator service to start up with Margola funding; if approved, conduct RFP for systems acquisition • Administer an RFP process to identify community projects, staff a landlord/tenant selection committee, and contract with selected providers 	<p>Maureen, Rick, Gregg, Amy Maureen, Amy Maureen, Amy</p>	<p>Ongoing Q1, Q2 Q2, Q3</p>	
2010 CAPER Report	<ul style="list-style-type: none"> • Prepare OH section on accomplishments and transmit to HSD 	Laura , Lindsay, Mark, Miriam, Rick, Bryan	Q1	
Annual Housing Levy Report	<ul style="list-style-type: none"> • Prepare Levy Annual Report covering all OH funding and submit to Council • Prepare additional, detailed Levy progress reports and program evaluations as requested by the HLOC to perform its oversight function 	<p>Maureen, Tom, Cindy, Mark, Julie Maureen, Tom, Mark</p>	<p>Q1 Ongoing</p>	
Benchmarks Reports	<ul style="list-style-type: none"> • Provide data to King County staff for the County 	Laura , Rick	Ongoing	

2011 Work plan item	Milestones	Staff (Lead in bold)	Timeline	Status
	<ul style="list-style-type: none"> Benchmarks Report Provide assistance to Planning Commission staff on the Seattle Benchmarks Report 			
TDR and Bonus Programs	<ul style="list-style-type: none"> Facilitate use of programs by commercial and market-rate housing developers Facilitate use of programs by affordable housing developers/owners Monitor compliance of previously approved agreements. Update and track TDR and Bonus projects in MFDB Administer the TDR Bank Program, including negotiating with buyers of City-owned TDR; prepare legislation for purchase and sale of TDR by the City. Work with DON on Historic TDR Program Work with DPD to improve project review and tracking systems Complete Council review of new program amendments 	Laura , Rick	Ongoing	
		Laura , Debbie	Ongoing	
		Laura , Gregg, Jerry, Cindy	Ongoing	
		Laura	Ongoing	
		Laura Laura	Q1 Ongoing	
Multifamily Property Tax Exemption	<ul style="list-style-type: none"> Review and approve new project applications--an estimated 5 projects and 750 units in 2011 Transmit legislation to Council for each project (unless no longer required) Monitor compliance of previously approved projects. Update and track in MFDB Continue to market program Prepare Annual Report and periodic status reports to Council 	Amy , Maureen	Ongoing	
		Amy	Ongoing	
		Amy , Maureen , Gregg, Jerry, Cindy	Q2-Q3	
		Rick , Amy Amy , Maureen	Ongoing	
Southeast / Rainier Valley	<ul style="list-style-type: none"> Facilitate development of projects consistent with affordable housing objectives in SE Facilitate development of Sound Transit surplus properties for transit-oriented development 	Debbie	Ongoing	
		Debbie , Ryan	Ongoing	

2011 Work plan item	Milestones	Staff (Lead in bold)	Timeline	Status
	<ul style="list-style-type: none"> including affordable housing Continue marketing of first-time homebuyer assistance and HomeWise housing repair and weatherization assistance to low income homeowners in the Rainier Valley Assist DPD/DON with implementation of Urban Design Frameworks in Southeast Implement SE Homeowner Stability Project 	Julie Ryan Mark	Ongoing Ongoing Q1	
Support and Monitor redevelopment of Fort Lawton	<ul style="list-style-type: none"> Monitor DOD action re: property disposition Work with Magnolia Community to keep them apprised of the redevelopment process If DOD makes decision on disposition of property, negotiate with DOD, together with SHA, as appropriate 	Mark , Deputy Director Mark , Deputy Director, Julie Mark, Rick	Ongoing Ongoing Ongoing	
Sand Point Building 9 Redevelopment	<ul style="list-style-type: none"> Work with DOD, Dept. of Education, and other federal departments on redevelopment process Work w/ UW to develop RFP for redevelopment of Building 9 Provide update to community and stakeholders on an as needed basis 	Mark Mark Mark	Ongoing Q2 – Q3 Ongoing	
8th and Roy Redevelopment	<ul style="list-style-type: none"> Draft resolution outlining disposition process and objectives for site redevelopment Work w/ City Light to develop RFP for property Issue RFP and complete analysis of proposals 	Mark, Amy	Q1 Q1 Q2-3	
Housing Levy Oversight Committee	<ul style="list-style-type: none"> Staff the Committee Recruit, interview and recommend additional Mayor appointees as needed 	Maureen	Ongoing	
Comprehensive Plan	<ul style="list-style-type: none"> Staff housing issues review 	Laura, Rick		
South Lake Union	<ul style="list-style-type: none"> Work with DPD on incentive zoning provisions of re-zone legislation when the EIS is finalized 	Rick, Laura	Ongoing	

2011 Work plan item	Milestones	Staff (Lead in bold)	Timeline	Status
	<ul style="list-style-type: none"> Work with SDOT re Maintenance Base site development utilizing SLU Funding Provide data and strategic information input into the EIS process 		Ongoing	
State Legislation	<ul style="list-style-type: none"> Provide information to legislators and legislative staff, in coordination with OIR during the 2011 session, with emphasis on restoring funding for the State Housing Trust Fund Participate on the Legislative Advocacy committee of CEH, assisting to develop and advance a King County and statewide homelessness agenda consistent with Seattle's adopted agenda Participate on the board of the Washington Low Income Housing Alliance and on legislative committees Identify affordable housing and homeless initiatives to introduce and support in 2011-2012 session for inclusion in the City legislative agenda Continue to work with new partners on jointly supported legislation (PSRC, CLC, Futurewise) 	Maureen , Mark	Ongoing	
Federal legislation, rule-making and funding opportunities	<ul style="list-style-type: none"> As coordinated by OIR, seek to retain and grow resources for housing, including CDBG, HOME, National Housing Trust Fund, etc Track proposed federal legislation – including tax credit extensions, expiring HUD mortgages, National Housing Trust Fund, etc – and work through OIR to advocate as needed Track program implementation and provide input on federal program changes Look for opportunities to seek federal funding; 	Rick, Maureen, Debbie Maureen, Rick, Debbie Ryan , Rick, Maureen, Mark,	Ongoing	

2011 Work plan item	Milestones	Staff (Lead in bold)	Timeline	Status
	submit comments on program guidelines when HUD requests; work with other city agencies and jurisdictions to apply for funding	Debbie		
Property Disposition	<ul style="list-style-type: none"> Monitor lease agreement for 6th & Yesler Work with FAS on review of potential surplus and underutilized parcels for affordable housing Work with SHA to facilitate development of SHA-owned Othello at MLK site 	Mark, Debbie	Ongoing	
Sound Transit	<ul style="list-style-type: none"> Work with DPD and Sound Transit on Housing Element of Broadway Master Plan Work with Board Members to create more consistent and proactive TOD support 	Ryan, Rick	Q2 Ongoing	
Countywide Planning Policies	<ul style="list-style-type: none"> Participate in inter-agency meetings hosted by King County; assist in re-drafting the housing policies section of the Countywide Planning Policies; brief OH, Mayor and Council staff as necessary. 	Maureen, Laura		
Yesler Terrace	<ul style="list-style-type: none"> Review housing section of EIS Engage in SHA planning activities, including community review committee; community workshops; coordinate with SHA redevelopment staff on proposed development plan, including housing portion of development agreement Work with DPD on incentive provisions of re-zone legislation 	Mark, other OH staff	Ongoing	

PRIORITY #5: Constantly improve our organization so that OH will be recognized as a model, high performing City Office with a culture that promotes and rewards excellent performance

2011 Work plan item	Milestones	Staff (Lead in bold)	Timeline	Status
Provide comprehensive	<ul style="list-style-type: none"> Develop, prepare and secure approval of 	Gregg, Dave, Denise, Glen,	Q1-Q4	

2011 Work plan item	Milestones	Staff (Lead in bold)	Timeline	Status
finance services to OH staff	<p>department operating and capital budgets, and quarterly budget supplemental from CBO, Mayor and Council</p> <ul style="list-style-type: none"> • Maintain financial controls, perform research and financial analysis to develop policy, procedural or operational changes impacting the operating and capital budgets • Develop and distribute monthly financial status reports to management, City authorities and grantors of funds • Administer and maintain the capital and operating budgets; monitor federal and local allocation and collection of revenues, oversee the budget revision process, monitor expenditures and revenues to insure timely collections • Maintain general ledger including accounts payables and receivables, payroll and loan servicing functions • Collect, analyze, and interpret financial data and other program information to support the reporting on the status of each grant • Facilitate OH in meeting WMBE aspirational goals in purchasing and vendor contracts • Represent OH on the Contracting Equity IDT. • Maintain and reconcile subsidiary ledgers with Summit. Areas include but not limited to: IDIS, LSDB, HWDB and MFDB 	<p>Tobias</p> <p>Gregg, Denise, Dave, Glen, Tobias</p> <p>Gregg, Denise, Dave, Tobias, Glen</p> <p>Dave, Gregg, Denise, Tobias, Glen</p> <p>Denise, Dave, Gregg, Tobias, Glen</p> <p>Gregg, Denise, Dave, Tobias, Glen</p> <p>Dave, Denise, Gregg, Tobias, Glen</p> <p>Gregg</p> <p>Denise, Dave, Gregg, Tobias, Glen</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	
Loan Servicing	<ul style="list-style-type: none"> • Provide aging reports on a monthly basis, for the MF program • Draft department wide loan servicing policies and procedures for the different programs • Complete LSDB development data entry and 	<p>Glen, Tobias</p> <p>Jerry, Gregg, Debbie, Tom,</p>	<p>Ongoing</p> <p>Ongoing</p>	

2011 Work plan item	Milestones	Staff (Lead in bold)	Timeline	Status
	reconciliation to Loan Ledger for Single Family and Homebuyer loans <ul style="list-style-type: none"> Single Family Home Rehab Loans Homebuyer Program Multifamily 	Dan Miriam, Paula, Gregg Mark, Gregg Cindy, Gregg	Q2-Q3 Q2-Q3 Q2-Q3	
Provide IT application development services to OH staff	<ul style="list-style-type: none"> Continue to upgrade and maintain current databases Assist with Summit budget module Continue to refine reports in databases 	Jerry, Gregg Jerry, Dave, Don Jerry, Dave, Denise, Tom, Cindy	Ongoing Q2-Q3 Ongoing	
Provide Comprehensive computer hardware and software support to OH staff	<ul style="list-style-type: none"> Provide a full range of City supported hardware and software applications to OH staff Analyze, troubleshoot, resolve computer issues in a timely manner, and inform the users about the issue and advise them on how to address said issues, if appropriate Provide technical consultations, advice and services in all computer-related areas Continue to install, update, upgrade, configure fileserver, SQL Server and other equipment for efficiency Analyze user requirements and implement necessary system modifications, deploy new equipment and software, make system enhancements 	Don, Gregg Don, Gregg Don, Gregg Don, Gregg Don, Gregg	Ongoing Ongoing Ongoing Ongoing Ongoing	
Provide excellent Administrative office support and customer service	<ul style="list-style-type: none"> Manage front desk reception, phones, cars, office support functions in a timely, courteous and professional manner 	Ginny, Judy, Trinette	Ongoing	
Provide Comprehensive	<ul style="list-style-type: none"> Manage the human resource function including all 	Jean	Ongoing	

2011 Work plan item	Milestones	Staff (Lead in bold)	Timeline	Status
Human Resource services and functions to OH staff	<p>employment and recruitments (approx 4 hiring processes per year), labor relations (approx 5 formal issues per year), employee training, employee relations, employee records, personnel program development, orientation, performance management and related duties</p> <ul style="list-style-type: none"> • Provide expert analysis and guidance to managers and staff on human resource-related issues, including classification compensation and staffing issues (approx 5/yr), workers compensation issues/claims (approx 2/yr), and safety issues (approx 2 per year) • Serve as the benefits liaison; accurately maintain all human resource and benefit records in CSS (approx 50 per year) • Act as OH's liaison in all human resource functions • Serve as OH lead for Citywide Race and Social Justice coordination team • Serve as OH lead for emergency preparedness 	<p>Jean</p> <p>Jean</p> <p>Jean Jean</p> <p>Jean</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing Ongoing</p> <p>Ongoing</p>	
Implement department performance management system	<ul style="list-style-type: none"> • Set agency strategic work plan each year • Each employee receives a performance evaluation at the end of the year 	OH everyone	Q4 establish next year's goals/plan	
Communications	<ul style="list-style-type: none"> • Provide analysis, guidance and support to OH managers and staff on communications, media relations, marketing and publications issues • Manage advertising/marketing budget and oversee advertising/outreach it is allocated to • Keep regular contact with target media to identify news coverage opportunities and press needs • Work with Mayor's Office to prepare briefing materials for all housing-related events • Work with partners to plan and hold public events • Allocate marketing budget dollars and develop 	Julie	Ongoing	

2011 Work plan item	Milestones	Staff (Lead in bold)	Timeline	Status
	targeted advertising to raise awareness of OH programs <ul style="list-style-type: none"> Keep OH staff informed of housing news Track and respond to public information requests and housing-related public correspondence Create and distribute electronic newsletter to partners, public 			
OH 2010 Annual Report	<ul style="list-style-type: none"> Produce and distribute Report Send PDF to HDC, constituents and key press 	Julie , Maureen, Cindy, Debbie, Mark, Tom, Bryan	Feb March	
Website	<ul style="list-style-type: none"> Annual review and daily monitoring of website to update and revise to articulate current messages, compelling/logical look-and-feel, and new program information 	Julie , staff, stakeholders, City Web Team	Ongoing	
Paper Reduction	<ul style="list-style-type: none"> Implement and achieve goals under Paper Cuts paper reduction policy 	OH Everyone		

Note: Deadlines listed in the 2011 Strategic Work Program are approximate and may change; deadlines and content of work program items that require City Council review may be adjusted following further discussion with Councilmembers or Council staff. Completion of specific activities listed may be subject to contingencies such as agreements from, or satisfaction of conditions by, other parties and the completion of environmental review and permit processes. This Program is not intended to designate any particular person, entity, or group who will or should be especially protected or benefited, or to confer any legal entitlements.

List of Abbreviations

A & O = 2009 Acquisition and Opportunity Loan Program
ARCH = A Regional Coalition for Housing
CAPER = Consolidated Annual Performance and Evaluation Report
CBO = City Budget Office
CDBG = Community Development Block Grant
CEH= Committee to End Homelessness
CLT = Community Land Trust
Commerce = Washington State Department of Commerce (formerly CTED)
DEA = Department of Executive Administration
DOD = Department of Defense
DOF = Seattle Department of Finance
DON = Seattle Department of Neighborhoods
DPD = Seattle Department of Planning & Development
EIS = Environmental Impact Statement
FAS =Finance and Administrative Services
HDC = Seattle/King County Housing Development Consortium
HLOC = Housing Levy Oversight Committee
HSD = Seattle Human Services Department
HUD = U.S. Department of Housing & Urban Development
ID = International District
IDT = Interdepartmental Team
KC = King County
KCHA = King County Housing Authority
LIHTC =Low Income Housing Tax Credits
LSDB = Loan Servicing Database
MF = Multifamily
MFDB = Multifamily Database
MFTE = Multifamily Property Tax Exemption
MHCADSD = Mental Health Chemical Abuse and Dependency Services
Division
MOSC = Seattle Mayor's Office for Senior Citizens
MOU = Memorandum of Understanding
NOFA = Notice of Funding Availability
O&M = Levy Operating & Maintenance Program
OED = Seattle Office of Economic Development
OH = Seattle Office of Housing

OIR = Seattle Office of Intergovernmental Relations
OPM = Seattle Office of Planning & Management
OSE = Office of Sustainability and the Environment
PAT = Policy Advisory Team
PDF = Portable Document Format
PSRC = Puget Sound Regional Council
RAHP = Rental Assistance Housing Program
RFP = Request for Proposals
RSJI = Race and Social Justice Initiative
SCL = Seattle City Light
SFDB = Single Family Database
SHA = Seattle Housing Authority
SLU = South Lake Union
SQL = Structured Query Language
TDR = Transferable Development Rights
TOD = Transit Oriented Development
WMBE = Women/Minority Business Enterprise
WSHFC or Commission = Washington State Housing Finance Commission
WZ = Weatherization